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Dayton (Ohio)

Research, progress, facts

[Dayton]

1917

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MASTER NEGATIVE #

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Gift of the President JUL 1 1 1917

Research Progress Facts

A Year of Governmental Research with certain Facts about our City, County and Schools, and their Progress during 1916-1917

Dayton Bureau of Research

July 1, 1917

The Daytonian's Creed

I BELIEVE in Dayton, the Dayton of the Present,—the city of precision, the Gem City of Ohio; where employers and employes, thru co-operation and sympathetic effort, toil to achieve for each the common birthright of mankind and maintain the rule of man's obligation to man; whose government is efficient and popularly responsive, and equipped to serve the community's broad needs, and whose crowning glory is her vision and her realisation of social justice and common service.

I BELIEVE in Dayton, the Dayton of the Future,—a city of five hundred thousand souls; a great center of throbbing life, of happy and contented homes, of prosperous business and thriving industry; a city made possible thru the foresight and common sense of men and women of the present, who dared to dream dreams and conceive and execute plans for a great city offering all the services desired for the common good, and whose example produced a new type of citizenship, better and nobler than we, made wiser by the steady growth of truth; a city where friends are true friends, neighbors real neighbors, and each and every citizen truly a community builder.

I PLEDGE to Dayton a continued striving for a more complete understanding of her problems, a more active participation in the broader functions of citizenship, a more generous contribution to her needs, and a more hopeful attitude toward her possibilities, in order that out of our hopes and labors now may grow a community truly democratic, prosperous, safe, healthful and strong—an honor to America and to God.

Organisation and Purpose

The Dayton Bureau of Research was organised in October, 1912, by Mr. John H. Patterson, and privately supported by him until July, 1916. It was then reorganised as the Dayton Bureau of Research, to permit endorsement and support by a widely representative body of citizens, with a Board of Trustees directing its policy.

The Bureau is organised for the purpose of:

Acting as the representative of interested but busy citizens in following the governmental activities of the city, the schools, and the county

Promoting effective and economical government by co-operating with public officials in the installation of established business methods in public business

Providing continuous and effective publicity, to keep the public informed and interested in the local government.

Trustees and staff for the year ending July 1, 1917, are:

Trustees

J. F. Ohmer, Acting Chairman
C. H. Bosler, Secretary
I. G. Kumler, Treasurer
F. J. Ach
H. G. Carnell
S. H. Carr
E. A. Deeds
F. T. Huffman
C. F. Kettering
G. B. McCann
J. H. Patterson
F. H. Rike
Adam Schantz
H. E. Talbott

Staff

C. E. Rightor, Director
D. C. Sowers
Walter Matscheck
C. B. Greene
W. M. Cotton

"Government of the People——"

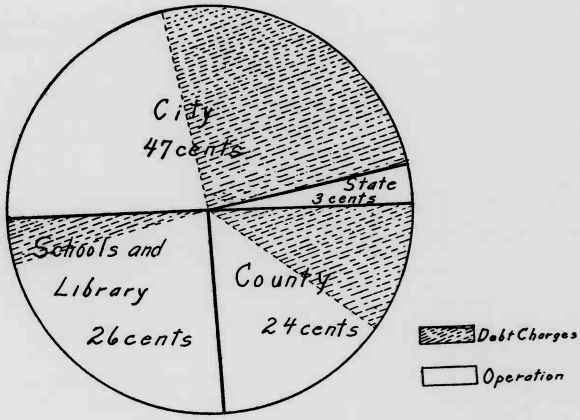
Government! Cooperative community action—the agency for doing certain things for the common good which are better done collectively than individually

In time of peace, it protects our life, health and property; educates our children; pumps water to the home and factory; removes garbage, ashes and waste; patrols the streets, and cleans, lights and repairs them; maintains parks and playgrounds for children out of school—all of these and more. It serves us cheaper than we could serve ourselves, and in ways we could not serve ourselves

In time of war, its contact is even more forcibly impressed upon us—it does all the foregoing, and it also regulates our supply of food, fuel and clothing; it demands the use of our life and property; it becomes a part of our very existence

If ever governmental affairs should be administered in a business manner, that time is now. Governments must lead the way in personal and national thrift. As the governing body which directly affects the lives of all our citizens, our **city government has a clearly defined duty in effective administration.**

Where Your Tax Dollar Goes



1917

Rate	×	Duplicate	=	Taxes
15.6 mills		$178,800,000		$2,789,800

	Total	Per Cent.	Operation	Per Cent.	Debt Charges	Per Cent.
State	$ 80,500	3	.....	---	$ 80,500	100
County	667,900	24	$ 374,600	56	293,300	44
Schools & Library	735,900	26	633,600	86	102,300	14
City	1,305,500	47	579,000	44	726,500	56
	$2,789,800	100%	$1,587,200	57%	$1,202,600	43%

The War and Costs

In war time the duties of local governments are greatly expanded, labor and materials are scarce, and the resulting costs of public activities advance tremendously

To meet these conditions governments must be economical, efficient, and practical. Best methods are indispensable. **To prove its case, a city must know its costs**

The Division of Streets annually spends about $225,000, or 16% of the city's operating budget. It cleans and repairs 105 miles of paved streets; collects and reduces 16,000 tons of garbage; removes 93,000 cubic yards of rubbish; repairs bridges. It operates a stable of 40 horses, 13 motor vehicles, an asphalt plant and numerous equipment

The City Manager wanted to know exact costs on the 25 separate services the Division of Streets is giving the citizens, and at his request **the Bureau installed a complete new system for measuring every unit of service.** For instance, costs are now obtainable per square yard of street cleaned, per yard of street repaired, per ton of garbage collected, per cubic yard of rubbish removed, per day for horses or motor vehicles used, and so on

Should not cost data be secured for all other activities of the city

Would you consider the City-Manager form a success if it were not able to secure such facts?

Keeping Tab on the City's Money

$3,500,000 a year received and disbursed by the city of Dayton requires careful recording to ensure its being handled correctly and promptly

Sound accounting is the backbone of sound business. The business affairs of the city must be supported by adequate financial records, for the protection both of the citizens and the administrator. A sound accounting system is required to afford control over present activities and to promote intelligent planning for future guidance

A complete program for an accounting procedure for the entire city has been devised by the Bureau, and has been accepted by the City Manager and the Director of Finance

Instead of showing only cash receipts and disbursements—which any city can do,—**Dayton now will have complete information regarding revenues and expenses,** property, equipment, stores, etc., such as is obtained in private business

Standard classifications of accounts will afford the details with respect to the cost of each function and activity of the city; the current operation statement of revenues accrued and expenses incurred; and a balance sheet, with supporting schedules and exhibits

The inauguration of **the new system marks a milestone in Dayton's accounting practice.**

$1,500,000 for 150,000
Budgeting a City's Work and Funds

Guiding a ship without a chart is a precarious occupation. Guiding a government without a budget is an equally hazardous pastime, both to the administrator and the citizens

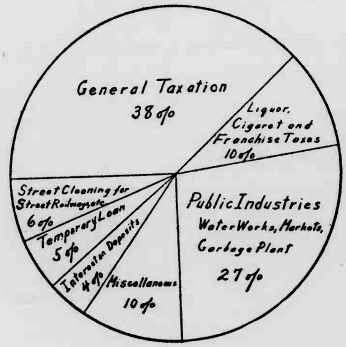
Fundamentally, **a budget is a work-expenditure-revenue program** for a definite period. It is used in successful business; it must be used in government. A city renders service to its citizens. This should all be done according to well-laid plans. Democracy means that those served shall have a voice in preparing the program of that service

Do you care what the city is to do each year? How it will raise $1,500,000 for operating its departments? What services it proposes to render you in spending that amount? Would you compare future promises with past performances? **With an adequate budget** the entire story is revealed to you, and before its adoption by the legislative body—your representatives—**you have an opportunity to express your objection or approval**

The Bureau analyses the annual budget because it wishes to know the policies to be followed during the year. It helps the City Manager do the clerical work, in order that all the citizens may have a full statement of facts more readily

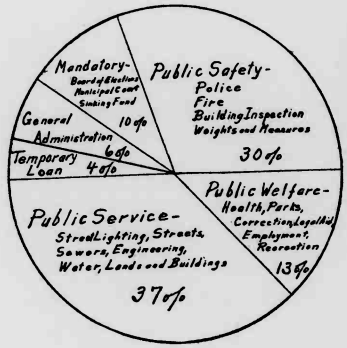
The budget is one of the most potent instruments of an extensive and intelligent popular control of government. **That government which has not an adequate budget will fail.**

Financing the City's Current Operations—$1,446,000



Receipts, as Estimated for 1917

Receipts	
Property Taxes	$ 550,800
Liquor and other taxes	138,800
Water Works	285,000
Market Rents	27,000
Garbage	86,000
Welfare Dept.	14,100
Municipal Court	32,000
Licenses	17,000
Permits	32,100
Reimbursements	83,000
Interest on Deposits	55,600
Temporary Loan	65,000
Cash Balance	49,300
Other	10,300
Total	$1,446,000



Expenditures, as Authorised for 1917

Expenditures	
Board of Elections	$ 37,000
Municipal Court	33,600
Sinking Fund	69,000
General Admin.	88,850
Temporary Loan	65,000
Engineering	27,100
Street Lighting	95,000
Streets	234,500
Sewers	24,100
Water	127,000
Lands & Buildings	30,000
Welfare—	
Health	49,000
Contributions	67,850
Other	76,000
Safety—	
Police	188,500
Fire	199,000
Other	34,500
Total	$1,446,000

Are Dayton's Bonds Safe?

$728,000 in taxes was levied this year **for debt purposes,** and **only $550,000 for current operation** of the city government

This $728,000 is to pay **interest** on the city's debt of $7,000,000, and to pay off some **old bonds maturing** this year, and the balance is set aside as a **sinking fund reserve**

The sinking fund is the taxpayers' saving account for the payment of outstanding bonds; it is the **bondholders' primal security for their bonds.** Sound administration of the sinking fund is of vital importance to the advancement of public welfare, because upon it depends the future credit of the city

With a scientifically computed sinking fund reserve on each bond issue, and an adequate accounting control over the sinking fund, the integrity of the public debt is guaranteed against irregularities. The fund will be preserved thru the long process of accumulation, and misuse of the money by public officials will be prevented

The Bureau made an exhaustive study of the city's sinking fund and an actuarial computation of the amount which the sinking fund should be on September 1st, 1917; an accounting control was also established

The study disclosed that the sinking fund has $300,000 in excess of requirements.

Dayton's Bonds are Safe.

When the Government Goes into Business

Is the city water works a self-supporting utility

The water works was started by the city in 1869, and today has a plant investment of $2,900,000

The Bureau has made a study of the business, including its history, a description of the plant, an analysis of results of operation

Dayton's water works is self-supporting. Moreover—

1. The supply of water is greater than ever before
2. All extensions are made according to a definite plan of development by competent engineers
3. The pumping capacity of the plant has been increased 68% since 1913
4. One billion more gallons of water were pumped in 1916 than in 1910, with a consumption of 700,000 pounds less of coal
5. The water supply in Dayton View and the West Side has been changed from no pressure to adequate pressure; use of water is encouraged
6. The net profit of the plant in 1916 was approximately $90,000
7. Dayton enjoys one of the lowest water rates to be found in the United States. 33% of the consumers pay the minimum rate—$4.40 per year and 63% of all consumers pay less than $5.00

Public business can be placed on the same plane of efficiency as private business.

Learning Results
via
Graphic Charts

A good executive has been described as "a man who decides every question quickly and is right half the time"

The executive of the future will decide quickly and be right more than "half the time", because **he will base his decisions on the analysis of actual facts** so presented that all the important tendencies of the business can be grasped at a glance

The modern executive insists upon reports and results being reduced to curves, diagrams and charts

The extent, volume and complexity of a city's activities require that the Manager should receive precise information from all the departments in condensed form

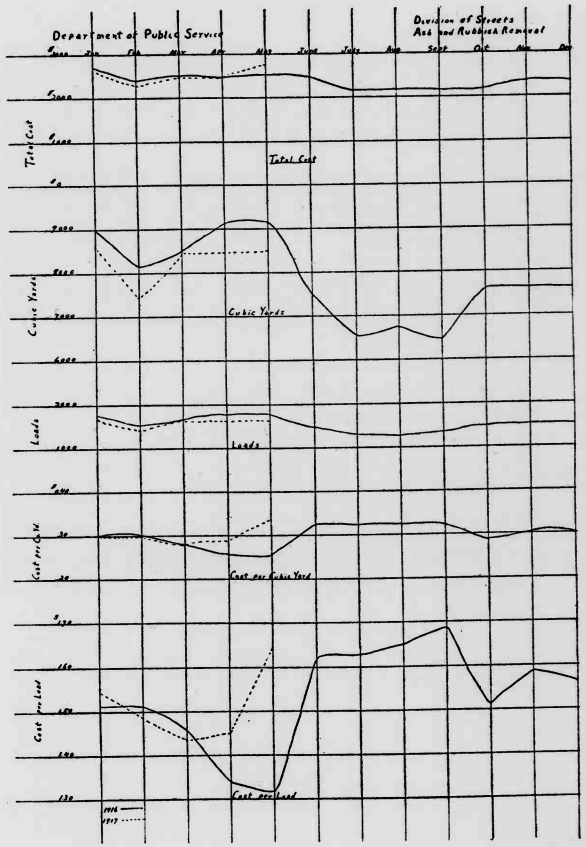
The Bureau has been cooperating with the Department of Public Service to secure monthly reports from the Division of Streets in graphic form. A sample of these reports is shown herewith

Dayton's **industries** are famous for making **instruments of precision**; let the **city government** be famed for the **precision of its methods**

Dayton—the City of Precision.

Telling Their Own Story

A sample of the graphic charts now being received by the City Manager.



Some Reasons for the $2.20 Increase

Increased taxes result from increased government activities. These activities increase in response to the demands of the people, who are, in the last analysis, the government. They are performed by the city, county and schools

Some public service is done at one-fifth the cost of private service—as rubbish removal; some cannot be done by the individual,—as health protection

The tax rate for 1917 is $15.60 per $1000 assessed property valuation. **For 1916 it was $13.40** per $1000. **The increase of $2.20 did not all go to the city:—**

County increase,	$1.15
City increase,	1.07
Schools decrease,	.02

Of the county's increase, $1.00 is for good roads

Of the city's increase, 13 cents is for operation, 3 cents for pensions, 59 cents for old debt charges, and 32 cents for the million-dollar bond issue voted by the people

The city levies more taxes for debt charges than for operation

Taxation is the greatest unsolved problem of government.

Planning Maps
vs.
Control thru Complaints

Do you govern your work by complaints received

Too many cities regulate their activities by trying to answer complaints of citizens instead of planning and prosecuting their work so as to eliminate complaints

Dayton, like the modern business concern, **established the use of planning boards and routing and scheduling sheets to exercise control over its activities**

The Bureau devised planning boards for the Division of Streets and the Division of Engineering. Ordinary maps of the city have indicated on them by colors the character of every kind of paving. A series of colored pins indicates the status of all work in progress. A glance reveals a crossing needing repair, a hole in the pavement, location of a road gang, etc.

Standard route maps show by color scheme the area of streets cleaned weekly and monthly, and days on which they are cleaned; and the ash and garbage routes, with days of collection, are given

The Engineer's map shows every stage of street improvement, from the petition of property owners for the work to the final payment on the contract after the work is finished

Every section of the city receives its share of municipal service, and the planning boards ensure that the work will be done on schedule time. Changes in employes do not handicap the work **—a permanent record displaces a man's memory.**

Talking Good Government
vs.
Proving Good Government

Is the government of the city better in 1917 than it was in 1913

Can you prove it—or tell just how much better

The government is doing more things today than ever before. But it is costing more. Can the additional cost be justified

The Bureau believes it is better and the cost can be justified. It believes **the real proof of its effective and economical service is a complete statement of facts about the government**

The Bureau has started a careful, impartial study of the accomplishments of the city government during the period 1910-1916. Costs and results will be given for every activity the city performs

Can anything surpass facts as a basis for advocating the continuance of a good administration, for "the survival of the fittest" in city government

Our debt to the cause of municipal betterment requires a critical, analytical, unbiased, historical review and a report to the nation of the truth.

Are Public Schools Public Property?

Dayton citizens have intrusted to Dayton schools a large part of the **life training of 19,000 children** between the ages of 4 and 20. How this training is conducted should be of interest to all

To provide facilities for this training **Dayton citizens have invested $3,500,000.** Property of this value certainly ought to be worthy of the attention of all

To operate these schools $600,000 a year is contributed thru taxation. To see that this sum is well spent requires more interest than is generally given

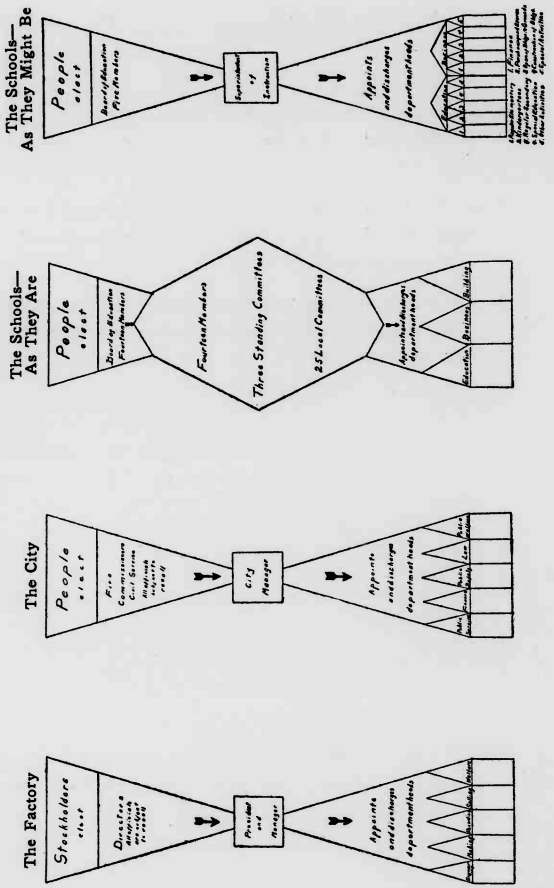
Since schools are operated for the training of all the children of the city, and since the funds to conduct them are provided by the public, **why is the public not taken more into confidence by the school board?** Why are all committee meetings—where policies are determined and where legislation is really enacted—secret? Are star-chamber methods consistent with a democratic operation of a public business

Existing conditions are due largely to the fact that the public permits them

There is some public interest, but far from enough. What there is, is disorganised and indefinite. It has resulted in much criticism but in little action

To help make the schools more efficient, to make their government democratic, and to arouse public interest, is the purpose of the Bureau's entrance in the school field.

A Comparison



A Maximum for a Few
or
A Minimum for All

Four new elementary schools are being built in Dayton which are so complete in rooms and equipment as to almost deserve the adjective "luxurious". They will accommodate 1960 pupils with 40 in a room

In districts not affected by the new schools, as well as in those to be affected, **75% of the children are in classes of over 40** (the educational maximum); **one-third of these are in classes of over 50**

In the districts not affected by the new schools no relief is to be afforded. **A more conservative expenditure on the new buildings would have made possible relief to several other schools**

Can we afford ultra-fine schools in some parts of the city and ultra-poor conditions in others

Would not just plain good schools in all parts of the city be preferable

In one respect the new schools are deficient—the heating and ventilating systems are not such as meet the requirements of the best school practice. No humidifying devices are provided; hot air furnaces are used. The costs of plants of the same type in two of these schools varied unduly without explanation:

12 Furnaces, Jefferson School,	$21,300
13 Furnaces, E. J. Brown School,	9,900
1 more Furnace	$11,400 less cost

Planning
vs.
Patchwork

In your business do you make your building plans to cover a period of years, or do you follow a patchwork method of adding a building where and when most convenient

If you were managing a school system, would you use the same foresight that you exercise in your private business? Would you plan your buildings for several years ahead, according to the tendency of growth, funds, and other considerations

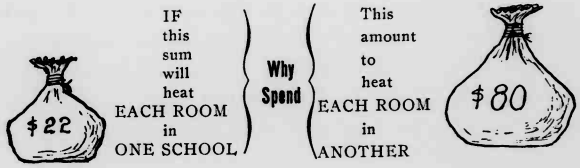
In order to do this, would you make preliminary studies of **past growth to show where further growth will probably be, how rapid that growth will be, what funds will be available, what will be the best method of financing, the best types of buildings for the purpose, and all other items that enter**

Many school systems have reached this state of advancement. The Bureau has for some months been attempting to secure the co-operation of the Board of Education in the preparation of such a program. The probable effect of the proposed West Side High School upon such a program has been reported on briefly

A concrete instance of the need for planning is that of two of the new schools now being erected. These schools are to accommodate 600 and 560 pupils respectively; their enrollment next year will probably not exceed 300 each

The Bureau will continue the effort to secure the adoption of a five or ten-year building program.

Budget Making for Economy and Efficiency



With coal at $9 a ton, is not information like this necessary to prevent waste

Is it not needed also for all other expenditures

The answer is that **this illustrates just one reason** why more adequate budget procedure and business records are needed. When fuel costs vary from $80 per room in one school to $22 in another, there is some need for reasons, standardisation and records

Another reason for a better budget system is that the people want to know more about school finances, and they cannot know under the present plan

Would you not be interested to know whether we are spending relatively too small an amount on kindergartens, grade schools, high schools, night schools? That is, are we slighting any of them

A budget tends to give one hundred cents educational service for each dollar spent.

$125,000 Piled Up Unnecessarily

Complaints of shortage of funds have been coming from school sources—how operate the new schools, how increase salaries, without an increased proportion of tax rate

The Bureau wanted to help the schools get more funds if they needed them, but it wanted to do so without crippling city and county work

Then the Bureau found:

School budget methods precluded possibility of ascertaining exact estimates of needs

Accounting methods prevented a statement of comparisons between appropriations and expenditures

Expenditures have been taken care of out of receipts—balances have been accumulated

The monthly balances of the Board of Education are approximately $125,000 larger than is necessary. This $125,000 can be released for operation; it **is sufficient to operate the new schools and to increase teachers' salaries next year and still have a safe working balance left**

For the following years, the tax rate can be adjusted without injury to the city and county,—that is, **the special road tax can be transferred to schools if the people will vote it**

$125,000 on deposit in a bank earns only about 3%. How much would it earn if kept by the taxpayers; or how much would it earn in **increased service** if spent for **better salaries, for better school buildings,** for a **junior college,** and for **telling the public about the schools?**

Why School Costs are Low

There are six main reasons for growth of school costs per pupil,—

Higher salaries
Larger schools and better equipment
Additions to the course—manual training, domestic science, etc.
Reduction in the number of pupils per teacher
Better trained teachers
General increase in prices

In Dayton in 1904-05 the cost per pupil in the elementary schools was $27.63. In 1915-16 it was $31.22

Deducting costs of manual training and domestic science in each year, the cost in 1904-05 was $26.73. In 1915-16, $26.85

Thus **one** of the six factors given above accounts for all difference. **To the extent that salaries have been increased in the 11 years the increase has been offset by overcrowding of buildings and rooms, giving too many pupils to each teacher,** and to minor items

The four new buildings will help. **A building program 5 years ago would have prevented such conditions**

Per pupil costs in high schools have increased from $49.07 to $61.56 in the same time

High schools have been treated relatively better than elementary schools.

5 or 14

The Bureau has talked, written, and worked for a small school board. It will talk, write, and work for it some more. Some day Dayton will get a small board

Dayton has been discriminated against in the matter of school board. Dayton is the only city in Ohio with a board as large as 14 members. One other city has 9. All others vary from 3 to 7

Moreover, 12 of the 14 members are elected, one from each of 12 sub-districts of the city, and each represents his own sub-district as opposed to the 11 other sub-districts. Only 2 represent the city at large. Would you not prefer to have all members **represent the whole city and work for the best welfare of the whole city**

7 of the 14 members are to be elected this Fall. The Bureau will question the candidates, submit issues to them and try to find out whether or not they stand for progress in our schools. **The Bureau urges the people of the city to vote for members who stand for better schools.** The Bureau cannot approve nor oppose the candidacy of any individual. Personalities are outside of the functions of a Bureau

The Board of Trustees of the Bureau has approved the proposal of women on the Board of Education. Would not some women inject a valuable point of view?

Another Kind of Education

This is a sample of the full-page advertisements appearing in every Dayton newspaper.

EVERY DAYTON NEWSPAPER

What the City Officials are Doing For the Babies of Dayton

During the entire week, May 29 to June 3, the people of Dayton will work for the babies. Plans are under way by Dr. Light, the City Health Officer, for a baby-saving campaign, starting that week. **Baby is king every week,** and he has been king during the entire past two years, under the administration of City Manager Waite and the supervision of Dr. Garland, director of Public Welfare. The present campaign is to let all the people have a part in this great work.

In 1913 one baby died out of every 8 babies born.
In 1914 one baby died out of every 10 babies born.
In 1915 one baby died out of every 11 babies born.

For Dayton, the death rate of babies under one year old is 88.8 out of every thousand born; it is 124 out of every thousand for the entire country.

In the Last Two Years 95 Babies Were Saved By

Establishing five milk stations thruout the city.

Holding 312 baby clinics.

Nurses calling on prospective mothers and new mothers.

Teaching the importance of clean milk and breast-feeding.

Showing mothers how to care for, dress and feed babies.

MILK STATIONS

are kept open during the entire year at the City Division of Health Offices, Cappel Building, and at the Webster and Garfield Schools, also at the Washington and Edison Schools during the summer months.

291 infants were fed from the milk stations.

MORE CAN BE FED

"EVERY BABY A HEALTHY BABY"

This Year More Babies Can Be Saved By

Teaching prospective mothers how to care for themselves.

Teaching more mothers how to dress, feed and care for their babies.

More mothers coming to the milk stations.

More visits to babies by nurses.

Better co-operation between physicians and the milk stations.

FREE BABY CLINICS

are held every Wednesday and Friday afternoon all through the year at the City Division of Health Offices, Cappel Building, and every morning at the milk stations.

541 babies were treated on an average four times each in 1915.

NOT ONE OF THESE BABIES DIED

In 1915 a corps of twelve visiting nurses, under the supervision of Dr. Light, city Commissioner of Health, made (in addition to calls on the sick and needy) 10,571 calls on 2,007 of the 2,591 babies born that year.

During the heated summer months, because of the great danger to babies' lives, they devote especial attention to keeping infant sickness down as much as possible.

At certain hours the nurses are present at each milk station, preparing and modifying milk, and giving it out to the mothers and children who come; giving prospective and new mothers advice on how best to take care of themselves and their babies; instructing them as to proper diet for babies, how to dress and care for them.

"EVERY BABY A HEALTHY BABY"

Dayton Bureau of Research. **613 Schwind Building**

INTENTIONAL SECOND EXPOSURE

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Holding 312 baby clinics.
Nurses calling on prospective mothers and new mothers.
Teaching the importance of clean milk and breast-feeding.
Showing mothers how to care for, dress and feed babies.

MILK STATIONS

are kept open during the entire year at the City Division of Health Offices, Cappel Building, and at the Webster and Garfield Schools, also at the Washington and Edison Schools during the summer months.

291 infants were fed from the milk stations.
MORE CAN BE FED

"EVERY BABY A HEALTHY BABY"

This Year More Babies Can Be Saved By

Teaching prospective mothers how to care for themselves.
Teaching more mothers how to dress, feed and care for their babies.
More mothers coming to the milk stations.
More visits to babies by nurses.
Better co-operation between physicians and the milk stations.

FREE BABY CLINICS

are held every Wednesday and Friday afternoon all through the year at the City Division of Health Offices, Cappel Building, and every morning at the milk stations.

541 babies were treated on an average four times each in 1915.
NOT ONE OF THESE BABIES DIED

In 1915 a corps of twelve visiting nurses, under the supervision of Dr. Light, city Commissioner of Health, made (in addition to calls on the sick and needy) 10,571 calls on 2,007 of the 2,591 babies born that year.

During the heated summer months, because of the great danger to babies' lives, they devote especial attention to keeping infant sickness down as much as possible.

At certain hours the nurses are present at each milk station, preparing and modifying milk, and giving it out to the mothers and children who come; giving prospective and new mothers advice on how best to take care of themselves and their babies; instructing them as to proper diet for babies, how to dress and care for them.

"EVERY BABY A HEALTHY BABY"

Dayton Bureau of Research. **613 Schwind Building**

Other Business Studies

The Bureau has also studied in the business department of the schools:

Accounting
Stores
Purchasing
Repair procedure
Method of paying bonds

Work on none of these, except bond payments, has been completed as yet

Bonds are at present paid on a deferred serial plan which causes excessive interest payments. **A plan is suggested by the Bureau which, if adopted, will result in $170,000 less cost on present outstanding issues by the time of final payment**

$170,000 = a new school like the Jefferson, or; cost of operating the high schools and special schools one year, or; 5% on $3,400,000, or; $8,500 a year for increases in teachers' salaries

Education, building, and business methods were studied on a trip to Minneapolis, Kansas City, and St. Louis with the Superintendent of Instruction and four members of the Board of Education. At Kansas City the meeting of the department of superintendence of the National Education Association was attended.

Much remains to be done.

In the Class Room

Schools train children. If they do not, they fail in their job. **The important work of the schools** then **is teaching.** But the work in the class room can never be at its best if the overhead organisation is not right, and if surrounding conditions are poor

The Bureau has devoted most of its first year to **administration.** It has touched the **education** side sufficiently to discover a few points like the following:

75% of the elementary children are in classes of over 40
Many schools are badly lighted and ventilated
The school record system does not provide a continuous record of the child's school history—except in one school
Current reports are not adequate
85% of the elementary teachers have received all their professional training in Dayton
68% never had even high school work outside of Dayton
73% never taught outside of Dayton
60% never studied outside of Dayton in any school and never taught outside of Dayton
48% of the elementary teachers receive $775 a year
43% receive less
71% of high school teachers receive but $1,500 to $1,600 a year

One need not be an educator to know what these facts mean.

Municipal University Junior College

The proposal to establish a municipal university in Dayton was being much discussed last September. A committee of seven citizens had just been named by the Board of Education to investigate and report upon the feasibility of the proposition, and it was proposed to them that they employ a man at $3600 a year to promote the institution, one-half of his salary to be paid by the Board and one-half by the Committee

The Bureau prevented this action and made the necessary investigation, thus saving $3600 to the Board of Education and University Committee. The cost to the Bureau for this study was only $400

An exhaustive enquiry was made of the need, opportunity, purposes, probable courses and costs of a municipal university in Dayton

The Bureau recommended that the facts as to need and cost of a university in Dayton would not warrant its establishment by public funds at this time, but that if private funds were subscribed the question would be open to discussion from another angle. **It recommended that attention be given to the development of present school facilities and the consideration of the benefits of a junior college**

A report embodying these ideas was adopted by the University Committee in its report to the Board of Education, and recognition of the Bureau's work was given by this Committee.

The "Dark Continent of American Politics"

Montgomery County is spending $670,000 of taxes in 1917. This is 24 cents out of every tax dollar collected in Dayton

The city gets 47 cents, the schools 24 cents, the library 2 cents, and the State 3 cents

The city furnishes water, police, fire, sewer, health, street cleaning and lighting, and numerous other services. The schools educate our children

What does the **County** do? **What relation does it bear to the life of Dayton people?** Certainly it has a relationship, or we would not have to pay so much toward its operation—but what is that relation

Do you care to know only that you vote every few years for three Commissioners, a Treasurer, an Auditor, a Surveyor, a Prosecutor,—and let it go at that

Or, shall candidates for these elective offices be asked to commit themselves upon a platform for a modern and efficient county government

The county has been called the "dark continent of American politics"

Shall we find out more about our county government?

Better County Roads

Do you know:

—There are 1064 miles of public highways in Montgomery County

—Only a few main pikes are in good condition

—Over $880,000 is being expended for road construction and maintenance in this county in 1916 and 1917

—Citizens of Dayton are paying over $430,000 of this directly thru taxation

—154 miles are maintained by the State; the rest, by the county and 14 townships

—There is no general plan of road improvement for the county as a whole

—Township records are not available for comparisons of costs

—Township officials have no knowledge of the principles of road construction, maintenance, or repair

—Township road workers are part-time, poorly paid men

—Road surfaces are determined upon without sufficient study of the needs of the roads

—Specifications for road improvement are not enforced

—Very little interest is taken by the people in the good road problem of the county

It is not too late to improve the organisation and methods for obtaining good county roads.

Better County Roads

Do you believe:

—It is possible to have roads kept in good condition at all times by a patrol system of maintenance—continuous maintenance—rather than postponed repair or neglect

—In wide roads, without dangerous side ditches, without high weeds, and with sign posts

—Organisation + supervision + labor + materials + equipment can give excellent roads

—A comprehensive plan for road building should be prepared for the county

—A work program should be prepared each year for the county and townships

—Dragging is the most important factor in earth road maintenance

—Standards should be established for road construction, maintenance, drainage, pavement, etc.

—A full-time supervisor should control all local road work

—Cooperation between county and township road officials should be encouraged

—Exact cost records should be kept of all road expenditures

—Both the public and road officials should be educated in the principles of road construction and maintenance

—Demonstrations should be held periodically in road building methods, and available literature be distributed

Montgomery County can set an example for every county in Ohio in excellence of roads.

Publicity and Democracy

Publicity is getting the "facts to the folks"

Democracy is government by the people

Half of good government is an intelligent and interested citizenship

Dayton is a business institution, capitalised at $20,000,000, and its 150,000 citizens are stockholders

These stockholders have a right to, and should, know what is going on in their mutual corporation—the city

The commercial advancement and prosperity of a community depends upon an alert and confident citizenship. Citizen interest, kept alive, makes boosters who prove an aid to delegated officials. Boosters are especially active away from home, when they greatly advertise the city and its institutions

Every favorably spoken and printed word tends toward the industrial, commercial and civic development of the city, and the consequent happiness and prosperity of its residents

In governmental affairs, Dayton will advance in proportion to the interest of its citizens

Is it necessary to get the **facts** before the people, in order to **keep alive citizen interest?** Claims may be considered idle fancies; facts must and will stand

The Bureau **furnishes** and **circulates facts—will you provide the interest?**

"Publicity produces positive profits."

Effective Bureau Publicity

Typical of Dayton newspaper co-operation and country-wide interest.

The Life of One Baby Is Worth the Effort of a Whole City
Dayton Bureau of Research
HOW TO DETECT AND PREVENT SPREAD OF INFANTILE PARALYSIS
COOPERATION BETWEEN CITY OFFICIALS AND PRIVATE EFFICIENCY ORGANIZATION
CORRECTIONAL SYSTEM IN LOCAL INSTITUTION IS PAMPHLET SUBJECT
CO-OPERATION IN EDUCATION OF GREAT VALUE
CITY CLOSING YEAR'S BUSINESS WITH A BALANCE
INTEREST WILL CENTER ABOUT LOCAL AFFAIRS
RESEARCH BUREAU MAKES HIGH SPOT REPORT FOR CITY
CITY DEPARTMENT WORKING TO SAVE LIVES OF PUBLIC
CITY PURCHASES THIRTEEN TRUCKS FOR FIRE HOUSES
TAX AUTHORITIES TO HOLD SESSION AT INDIANAPOLIS
RIGHTOR PAYS TRIBUTE TO CITY
DAYTON TO HAVE PROMINENT PLACE
SAYS BUSINESS SENSE HAS WORKED SUCCESS
Will Represent Dayton at Municipalities Meeting
THESE ARE ROOKIES TOO, BUT THEY WILL RESCUE, NOT KILL
Urge Vigorous Campaign Against the Filthy Fly
DR. GARLAND'S WRITER OF NEW DAYTON VOLUME
MAINTENANCE OF LABOR BUREAU SHOWS RESULTS
146,899 VISIT PLAY GROUNDS DURING SEASON
3,000 PENNANTS IN HOMES FOR BABY WEEK HERE
$75,000 WORTH OF EQUIPMENT IS PURCHASED
FUNDS WILL BE RAISED TO HELP THIRD REGIMENT
REPORT IS MADE ON ATTENDANCE AT PLAYGOUNDS
LIBRARY EXHIBIT SHOWS VALUE OF BOOKS TO YOUNG
BUSINESS HOUSES WILL BE OF CITY'S PARADE
"Every Baby a Healthy Baby"
THOUSANDS WILL BID GODSPEED TO REGIMENT
DAYTON POLICE FORCE TO HAVE ADDITIONAL MEN
MOTOR-DRIVEN FIRE APPARATUS NOT EXPENSIVE
OTHER CITIES SHOW INTEREST IN UNIVERSITY
CITY MANAGER SAVES LIVES AND PROMOTES HEALTH BY A PROGRAM OF WELFARE WORK
DAYTON UNDERGOING MUCH IMPROVEMENT TO STREETS IN CITY
DIRECTOR ASKS QUESTIONS OF BOARD MEMBERS
DAYTON ACTIVITIES ATTRACT NOTICE IN EASTERN NEWSPAPER
DAYTON UNDER CITY MANAGER HAS RECORD OF BIG ACCOMPLISHMENTS
Thousands of Dollars Saved and Many New Activities Are Undertaken
CITY WATERWORKS MEETS ALL BILLS FOR YEAR PASSED
HOW CITY MANAGER OF DAYTON GETS BEST SERVICE AT THE LOWEST COST
CITY MANAGER SUCCEEDS, THO REVENUE'S CUT
PASSAGE OF CODE WILL FACILITATE INSPECTOR'S DUTY
SEVENTY BASES MONTHLY CARED FOR BY BUREAU
Striking Point Made on Municipal Research Work
N. Y. Comment on Dayton the "City of Precision"
MAGAZINE LAUDS DAYTON METHOD
SUGGESTS STUDY OF CONDITIONS ON WEST SIDE
DAYTON MOTHERS WILL BE INVITED TO BABY EXHIBIT
DAYTON'S LEGAL AID BUREAU HAS INCREASED ROOM
EXPERTS FURNISH DATA FOR USE AT DAYTON'S EXHIBIT
ADDRESS MADE BY RIGHTOR AT RUBICON CLUB
REPORT DISCLOSES DAYTON'S ACTIVITY IN CITY'S OFFICES
REPORT SHOWS VALUE OF FREE LABOR BUREAU
JOINS BUREAU OF MUNICIPAL RESEARCH HERE

Information and Complaint Bureau

860 separate news articles, totaling 460 columns, were submitted by the Bureau and published in the four Dayton newspapers

This space, if paid for at regular advertising rates, **would have cost $6,500**

Nearly four-score newspapers and journals, published outside of Dayton, have carried the **Bureau's stories about the city and county governments and schools**

A conservative estimate of the cost of all publicity, if paid for, is not less than $10,000. It did not cost the Bureau that,—it is believed that its value in citizen interest at home and municipal advancement abroad need not be measured in dollars

In this service, the four daily newspapers have ever faithfully supported and cordially cooperated with the Bureau in promoting a popular knowledge of the civic, social and educational ministrations of our public officials. **The newspaper is the average citizen's schoolhouse,** and its powers and benefits are recognised and appreciated

Full-page advertisements on Baby Welfare Week, Health, Fire, Water, and Recreation and Parks were run in all the papers of Dayton, giving unbiased facts to the public about their government

Hundreds of **requests from other cities** for information about the city government were received and answered. **High school students, citizens, visitors,** came into the office with questions and suggestions. Each received the necessary personal attention

Who shall reply to these enquiries, listen to the complaints and suggestions, send out copies of the charter, history and results of the city government, etc? Do we not owe it to the nation to answer these enquiries

A municipal reference library connected with the Bureau would be of great assistance.

The Bureau's Future

Shall Your Research Agency Continue—

A City Program

Preparing and setting forts facts in support of the present form of government, in order to preserve the spirit and sense of the Charter

Devising and installing in Dayton the best accounting system in any American city

Installing cost records for all municipal services

Establishing condensed reports, daily and monthly, in graphic form for all departments and bureaus

Follow-up studies in health and safety surveys made 4 years ago

For the Hospitals, defining a "charity patient" and determining a proper per diem for the city to pay for this class

Preparation of exact record of results during last six years

A five-year paving program

Garage routing of autos, study of franchises, new sources of revenue, police and fire pension funds

A School Program

Advocating open Committee meetings, non-partisan election of members, a small board, a business manager, women Board members

Analysis of Board's business practices,—accounting, cost records, repairs, purchasing, pension fund for teachers

Educational studies,—student records, age and progress studies, medical service, revision of teachers' salary schedule

A County Program

Good roads study follow-up
Enquiry into business administration of all offices
Watching tax rate distribution

A Publicity Program

Telling citizens of day-to-day results in city, schools, county

Telling the world Dayton has home rule, non-partisan, efficient city government, and is a healthful, safe, clean and pleasant place to live and work.

Our Record is Our Guarantee.

Balance Sheet, June 30, 1917*
and Comparison with July 1, 1916

Assets	July 1, 1916	June 30, 1917
Cash	$ 221.99	$2,207.14
Imprest Cash	25.00	25.00
Accounts Receivable	38.90	....
Furniture	150.35	426.28
Total Assets	436.24	2,658.42
DEFICIT	1,114.70	....
Total, Assets and Deficit	$1,550.94	$2,658.42
Liabilities		
Temporary Loans	$1,450.94‡	....
Unaccrued Subscriptions	100.00	....
Accounts Payable	....	....
Total Liabilities	1,550.94	....
SURPLUS	....	$2,658.42
Total, Liabilities and Surplus	$1,550.94	$2,658.42

*Estimated, for June 15-30, 1917.

‡$1,250.94 cancelled, October, 1916.

Income and Expense Statement
July 1, 1916—June 30, 1917

Cash Balance, July 1, 1916		$ 221.99
Receipts, 12 months, as under:		
Subscriptions	$19,382.00	
Temporary Loan	475.00	
Sale of Automobile	400.00	
Sundry Receipts	19.90	
Special—Advertising	761.26	
Accounts Receivable	54.80	
		21,092.96
Total, Balance and Receipts		$21,314.95
Expenditures, 12 months, as under:		
Current Operation	$16,866.48	
Temporary Loans	675.00	
Capital Outlay—		
Furniture	270.33	
Automobile	500.00	
Accounts Receivable	34.74	
Special—Advertising	761.26	
		19,107.81
Cash Balance, June 30, 1917		$ 2,207.14

* Figures based upon estimate for June 15-30, 1917.

CLASSIFICATION OF CURRENT OPERATING COSTS*, as under:

Objects of Expenditure:		Assignments of Work Done:	
Salaries	$13,220.47	Administration	$ 6,268.78
Travel	376.52	Education	1,820.84
Express	5.12	Publicity	1,585.38
Subsistence	263.30	Vacation and Sickness	658.01
Postage	299.49	City Budget	608.20
Telephone	99.12	" Finance	1,191.01
Printing	586.84	" Annual Report	96.25
Stationery	482.66	" Div. Streets	463.95
Fixtures	43.70	" Div. Health	5.76
Library	77.23	" Dept. Welfare	288.10
Rent	728.00	Motor Vehicles	22.24
Operating Equipment	412.85	Miscellaneous	156.39
Miscellaneous	271.18	Board of Education	2,178.86
		Municipal University	403.30
		County Government	237.96
		County Roads	818.45
		Advertising	63.00
Total	$16,866.48	Total	$16,866.48

*Estimated for June 15-30, 1917.

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TO THE

Dayton Bureau of Research

FOR THE

Year Ending July 1, 1917

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W. A. Keyes
E. F. Kimmel
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Krug Baking Co.
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Adam Schantz
Schantz Estate
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Houston Lowe
West Side Lumber Co.

In Conclusion

All constructive work of the Bureau has been possible because of the cooperation of public officers, to whom credit is due for improvements effected within the government, and to whom public recognition of this cordial spirit of cooperation is given

The publicity work of the Bureau has been possible primarily because of the cooperation of the daily newspapers, and the interest they have manifested in civic affairs.

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END OF
TITLE